



# Ten Best Practices for Today's B2B Corporate Marketers

March 25, 2014

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# B2B Corporate Marketing Challenges

## Complex customers in complicated markets

*“While it’s our job in marketing to demand that the voice of the customer is heard when developing strategy, not a lot of B2B people understand how to get the magic out of these customer messages.”*

*-- Katherine Button Bell, CMO, Emerson*

# B2B Corporate Marketing Challenges

## Allocation of time, talent, and resources

*“The SG&A crunch comes whenever a firm faces tough times, and very often the marketing group’s budget becomes a major source for these cuts.”*

*-- Al Saltiel, CMO, Navistar*

# B2B Corporate Marketing Challenges

## Seat at the table

*“I know marketing can make a difference to our organization. I just don’t know what to do to get our voice heard, get a buy-in to our ideas, and ultimately have a greater impact.”*

# 10 Best Practices

1. Drive marketing planning
2. Be the brand steward
3. Ensure that Voice of the Customer informs business strategy
4. Train and develop marketing talent
5. Deploy specialist teams
6. Teach and communicate
7. Drive internal integration
8. Communicate during a crisis
9. Introduce new-to-the-world trends and tools
10. Understand marketing funding and measurement

# Marketing's Ultimate Role

*“Marketing should take the lead [on] enabling the company culture in support of the mission and brand definition – in other words, [lead the company to be] open to innovation, productive risk taking, investment outside the core business, and incubating new business models.”*

*-- John Jacko, CMO, Kennametal*

# 1. Drive Marketing Planning

- Systematic company-wide framework
- Close collaboration with business units
- Expert tools, process, training

# SMP 2.0 Framework

## 1: Assess the Market

**Insights:** Examine market situation to identify relevant market opportunities and issues

- 1.1 Analyze Trends and Influences
- 1.2 Assess Business Situation Using 5Cs Analysis
- 1.3 Compile and Prioritize Key Issues, Opportunities, and I-Wish-I-Knew's

## 5: Manage Performance

**Management:** Measure performance and track progress of the strategy and plan

- 5.1 Construct a Control Plan & Dashboard
- 5.2 Measure & Report Performance Against Plan
- 5.3 Adjust Implementation Plans and Actions As needed

## 2: Segment, Target and Position

**Strategy:** Determine what value to deliver to groups of customers with common needs to build sustainable competitive advantage

- 2.1 Segment
- 2.2 Target
- 2.3 Develop Value Proposition
- 2.4 Position
- 2.5 Create Marketing Strategy



## 3: Set Goals and Develop the Marketing Plan

**Plan:** Translate strategic objectives to marketing goals and develop the 4-P marketing plan

- 3.1 Set Goals for the Annual Plan
- 3.2 Identify Key Initiatives for the Year
- 3.3 Develop the 4-P Tactics
- 3.4 Draft and Align the Annual Marketing Plan

## 4: Execute the Marketing Plan

**Execution:** Implement marketing activities, support sales and link to other functions

- 4.1 Implement Marketing Activities
- 4.2 Support Sales
- 4.3 Link to Other Functions



## 2. Be the Brand Steward

- Custodian of the corporate brand
- Ground rules on transition and architecture
- Coordinates with business units on brand principles

### **3. Ensure that the Voice of the Customer Informs Business Strategy**

- Outside-in strategy development
- Building block for market-driven and customer-driven differentiated strategy

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# A quick (but important) poll...

How well do you feel your unit incorporates real “voice of the customer” inputs into its critical planning processes?

1. We really don't – we plan from the “inside out”
2. We listen to voices – mostly our own
3. We do gather inputs from the marketplace – primarily from sales
4. We routinely incorporate market/customer input
5. We have a disciplined Voice of the Customer process, and mobilize insights from it in planning

## 4. Train and Develop Marketing Talent

- Recruit, hire, on-board, train and develop career paths
- Not a parking lot
- A must-have stepping stone for the fast track

# Marketer's DNA



## Instigator

Incites a “better way” using unique vantage point to see around corners as a productive disruptor

## Integrator

Drives customer-centered actions across functions, regions and silos

## Innovator

Turning unique customer insights into breakthrough offerings which re-define their experience and enhance our value proposition

## Implementer

Executing against customer needs to drive profitable growth

# 5. Deploy Specialist Teams

- Centers of excellence
- SWAT teams
- Beyond business as usual

## 6. Teach and Communicate

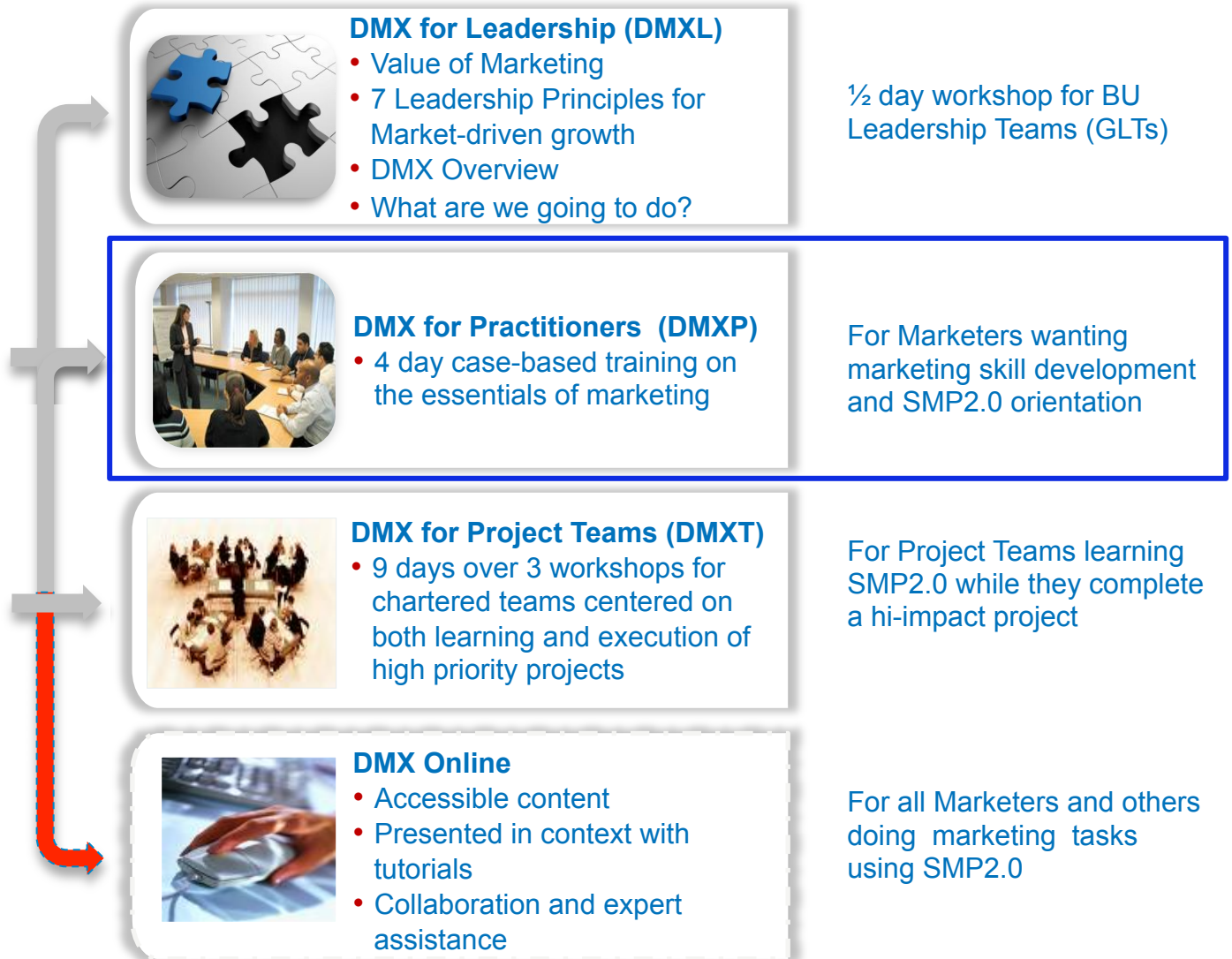
- A common language and learning
- Managing the messages
- Internal stakeholders, and external



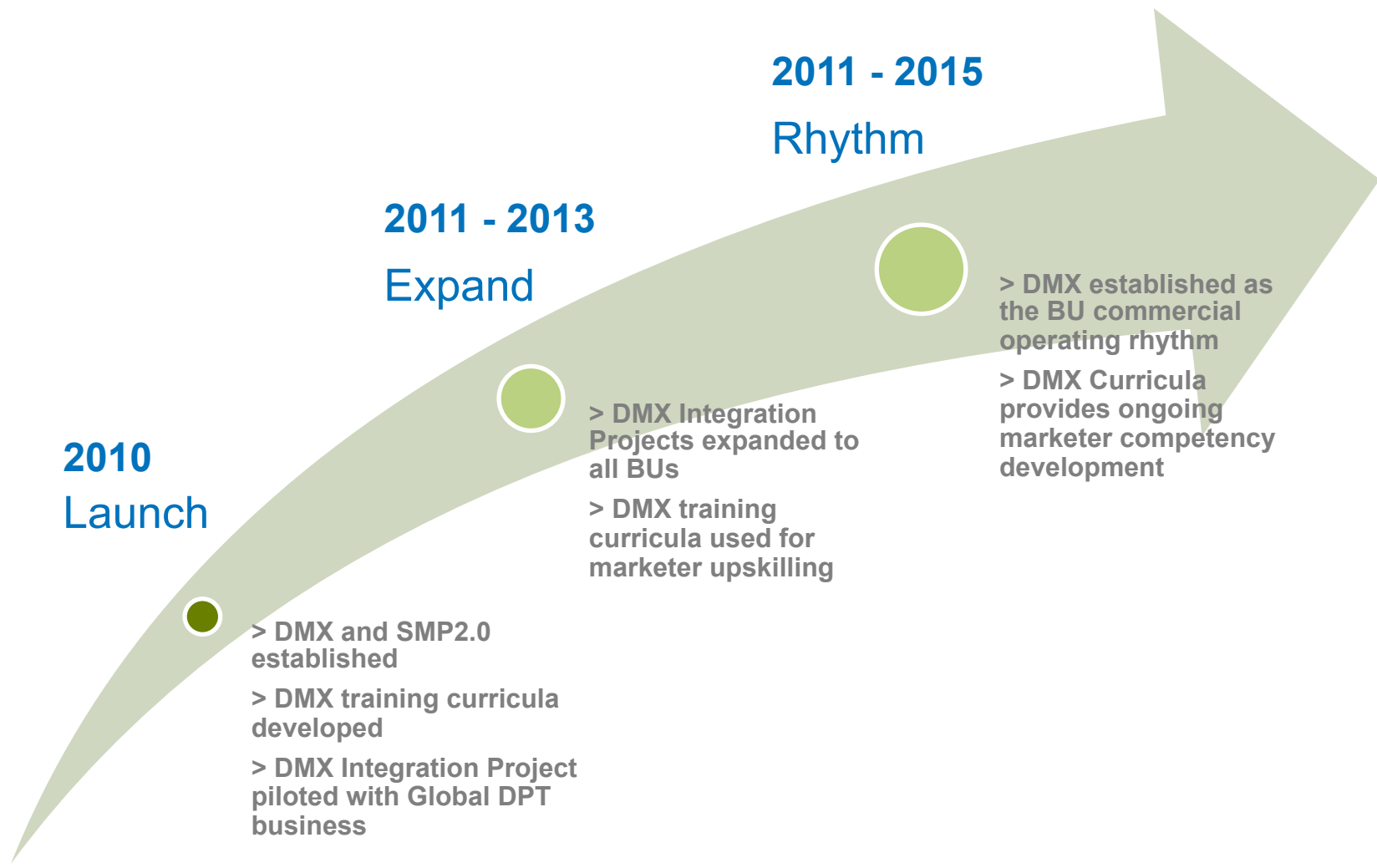
# DMX Curricula – Primary Program Elements



**SMP 2.0**



# Achieving DMX Rhythm by 2015



# How about professional development for marketers in your unit?

1. It's basically OJT and the school of "hard knocks"
2. We have some fairly good internal courses
3. We are able to attend selected outside programs
4. We have access to a comprehensive curriculum of development
5. Our firm will go beyond—supported executive MBA for marketers

# 7. Drive Internal Integration

- Cross-functional integration
- Sales, finance, operations, HR, R&D, engineering, service, etc.

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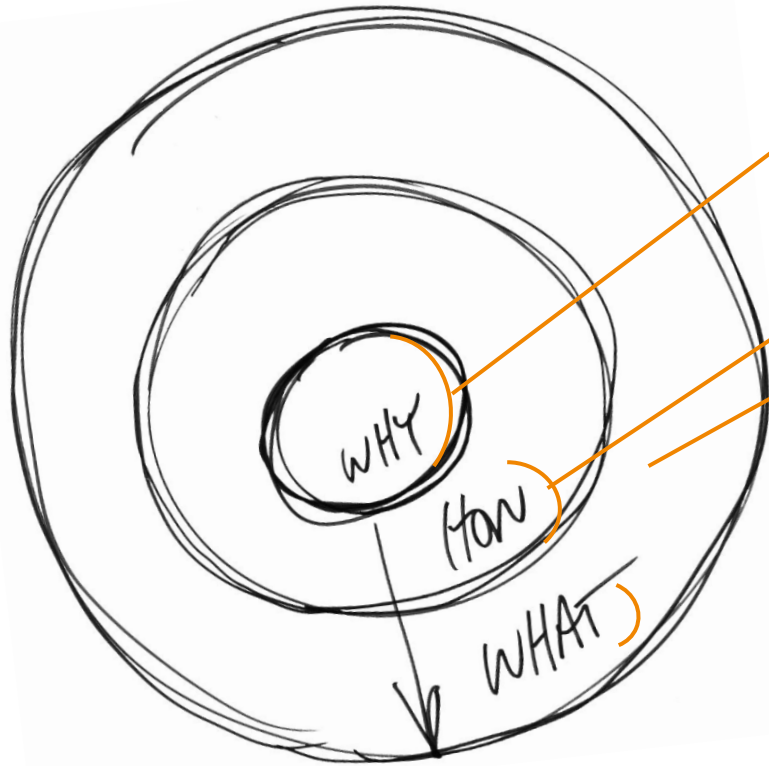
Exceptional  
Workplaces\*

# The Perfect Formula for the Race to Zero

Commoditized Products  
+  
High Fixed Cost Structure  
+  
Flat Demand  
=  
Race to Zero



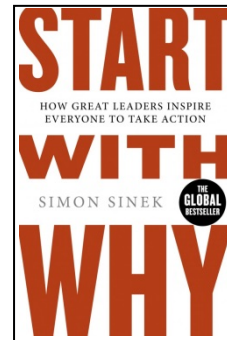
# The Golden Circle



Creating Exceptional Workplaces\*  
Healthier, Safer and More Productive

Designing Platforms that Deliver on  
Higher-Order Customer Benefits

Developing Meaningful Innovation that  
Supports Platform Benefits



Source: Simon Sinek



# Exceptional Workplaces\*

Healthier. Safer. More Productive.

We are in the people business.  
Because people are the most important asset.  
They make our workplaces work.  
And we make their workplaces exceptional.





## 8. Communicate During A Crisis

- In collaboration with public affairs
- Design and resource a well-coordinated crisis communication plan

## 9. Introduce New-to-the-World Trends and Tools

- New trends, ideas, tools
- ..from social networking...to global economic changes...to new business model concepts.....

# 10. Understand Marketing Funding and Measurement

- Corporate funded budget
- Corporate matching fund

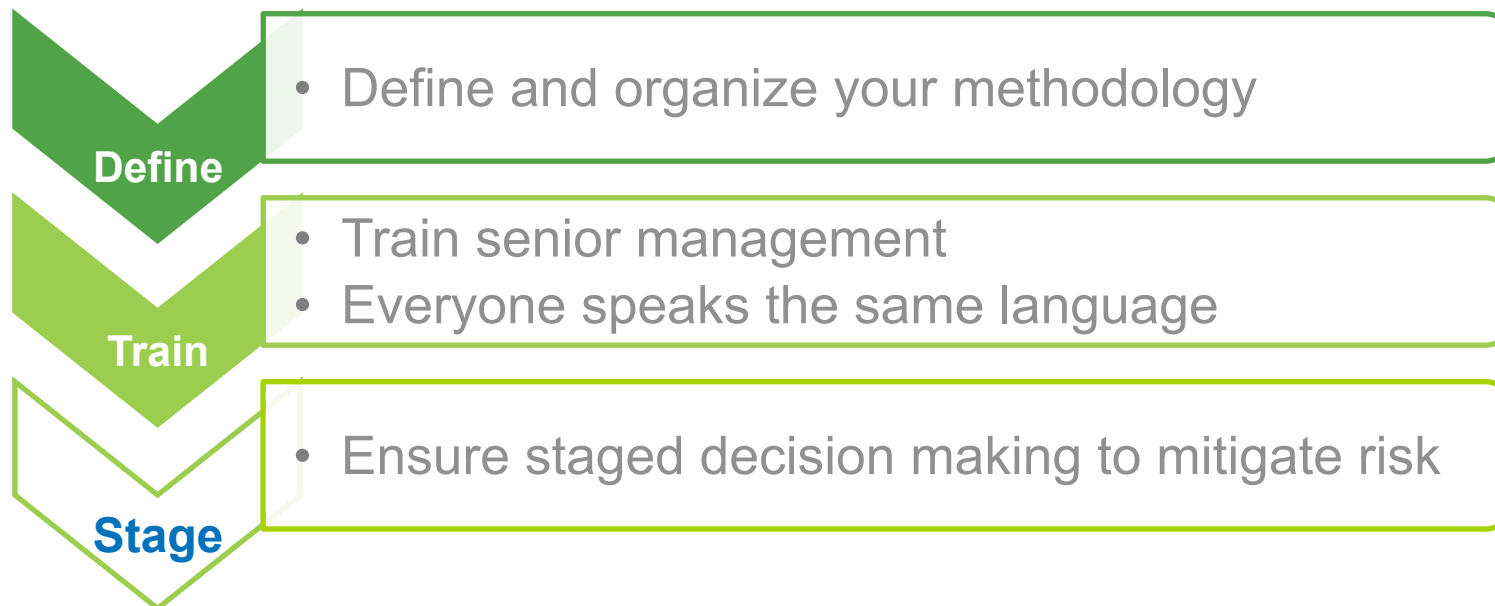
# Advice from one CFO, among many

Remember CFOs are:

- Analytical
- Risk sensitive
- Cash focused



**Goal: reduce the leap of faith from a leap to a step**



# Questions



**Bruce Karr**

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## Current Responsibilities

Bruce Karr's recent engagements include working with clients in the farm and agriculture, small engine, material handling equipment, pumps and sealing industries on their future growth strategies, acquisition due diligence, channel development and management, and forecasting future financial performance.

## Experience

During the past nine years with Blue Canyon, Bruce has led or participated in multiple growth projects focused on qualifying the best opportunities in appliance, wind power, office furniture, cooling towers sensors, building products, wood products, seating, electric motors, compressors, MRO, and maintenance industries. These projects allowed clients to focus resources on the "winners" with a combination of the best opportunities and the strongest fit. Many of these projects were global in scope. Several continued into implementation phases.

Prior to joining Blue Canyon, Bruce's career spanned marketing, product development and planning roles in the small engine, material handling, and controls industries. He has led marketing and product management functions in public companies (Tecumseh, Rockwell Automation and GE) and private companies (Menasha Corporation and Schaeffer Systems).

## Education and Affiliations

Bruce graduated from the Wharton School with an MBA in international business and strategic management. He earned an AB *magna cum laude* from Washington University in St. Louis. He holds a master's degree in Soviet Area Studies from Harvard and has traveled widely in Europe, the former Soviet Union, and Asia for business and education.

## Thought Leadership

Bruce has written and contributed to a number of articles and white papers on topics such as channel management, product development and acquisitions since joining Blue Canyon. These include:

- *Channel Management: The Customer Chain & Value Chain Framework*
- *Taking Dashboards out of Wonderland, Industrial Engineer*
- *Market-Driven Product Development Strategy*